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MINUTES OF THE CIA CAREER COUNCIL

49th Meeting, Thursday, 27 March 1958, 3:30 P.M.

DCI Conference Room

Present: 1 Gordon M. Stewart, Chairman

25X1A9a 5 [REDACTED], Alternate for DD/I

2 Matthew Baird, Member, DTR

25X1A9a 3 [REDACTED] Alternate for ID/P

4 Lyman Kirkpatrick, Member, IG

6 Lawrence K. White, Member, DD/S

1 H. Gates Lloyd A. DDS

25X1A9a 7 [REDACTED] Executive Secretary

Guests: 2 [REDACTED], OP

3 [REDACTED]

4 [REDACTED] P

1. The minutes of the 48th meeting were approved as distributed.

2. Mr. STEWART: We will go on to the out-placement program. You will note in the record that we need to know who - if we are to proceed with this program - who we might want to place outside the Agency, and I don't suppose that anyone actually has the names at the moment.

Col. BAIRD: I have two.

Mr. STEWART: I would like to ask two questions, then secondly to make a request. Does this appear to the members of the Council to be headed in the right direction? Are we attempting something here that really should be done? When we get around to this do we encounter second thoughts about whether we should lose these people, or do we in fact have a real problem with a certain number of good people that are either in excess to our needs or have reached a point where their interest is starting to slack in the intelligence business and they should probably, for their own good and for the good of the business, be directed elsewhere.

25X1A9a Mr. [REDACTED] This exercise ought to go hand in hand with the selection-out ~~program~~ procedure. The candidates should emanate from that rather than ... because, if I understand the presentation made at this meeting recently, this whole program was to assist us in placing people who were excess to the Agency, but not the type and variety to put to use

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Mr. STEWART: We wanted to help them out because we didn't need their skills rather than the fact that they are ineffective individuals, and since the selection-out program is going forward, I think we are going to have some of these people along with them.

25X1A9a

Mr. [REDACTED] That is the way we have done it. I have a list of these people at the same time we made the selection-out list.

Mr. KIRKPATRICK: I think they should go hand-in-hand. There ^{are} is a couple of things I'd like to suggest as far as procedures. I think, very quickly, as these lists are compiled, we are going to be faced with questions as to the standard used in placing the individual on the lists in both categories - those being selected out for not being up to ~~standard~~ and those being selected out who are competent, but who ~~are~~ excess to our needs, and this I think we should face up to fairly quickly, because your office (addressing Mr. Stewart) will soon become the great leveling influence in the Agency, because when they are selected out by their basic component their immediate effort is going to be to locate elsewhere.

Mr. STEWART: There is no doubt about that. We had to put into the procedure that ~~the fact that~~ personnel officer's would consider placement elsewhere because you can't have a procedure that doesn't say that, but we will consider most of the cases that come along as having been carefully weighed.

Mr. KIRKPATRICK: I think also everybody should recognize that this is going to be a great test of supervisors too. It will be a pretty accurate indication of a supervisor's ability to have his case documented. When he starts nominating these he will be in for a fairly rough period. We are going to find ourselves with some difficult internal cases, and civil cases, and even some court cases.

25X1A9a

~~...delivered~~ ^{...delivered} to the head of the respective Career Services the current data on adversely selection-out cases. In other words, all "B" and "C" cases ... because in every one of those cases there have been hearings of a sort. In ~~other words~~ they have not been legal hearings - the individual in some cases has appeared - in some cases he has not.

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Mr. STEWART: Let me draw a distinction in here. We give almost everyone time to find private employment and the help we want to offer certain people who are certainly not sub-standard, to find employment elsewhere. In the latter category we can't take the average selection-out case and shop him here in the Government. In the case of certain of the, let's say, case officers in DD/P who are good men with good records, but because they can't serve overseas, you can't plan for another twenty years for them. We would like to have some of those good people if you can afford to let them go - some of those people nominated for very careful placement elsewhere. We can stand behind them and we can probably make reasonable deals. I think some of the people in DD/S, where we have overages and I think some of your people (addressing M [REDACTED])

25X1A9a

Col. WHITE: If we don't send them that kind of people, there won't be any out-placement.

Col. BAIRD: My Personnel Officer meets with someone in Personnel...

25X1A9a

Mr. STEWART: [REDACTED]

COL BAIRD: ... and he gets advice as to what to do with each individual case then we go back and prepare other cases then come to you in DD/S and say, "Here are our names," then the head of the Career Service is the first one to talk to the individual.

Mr. KIRKPATRICK: I'd just like to say here that we had a case come back from outside - a refusal to take directed assignment - we had it come back from the outside this last week. The fellow retained an attorney who approached the Agency, and this case was beautifully documented right down the line. This was a Logistics Office case and the attorney as much as admitted, as much as an lawyer would, that he didn't have a case. He wouldn't stand a chance in court, but in this instance the man had been given a directed assignment, refused on the basis of family conditions, was given a suspension of one year. The second assignment wasn't even overseas but he refused that too. In the meantime he had shopped and gotten rejected and he appealed to my

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office and we told him that he was very foolish to refuse this directed assignment. He was notified in writing by the Personnel Officer for Logistics and the head of Logistics and by the Director of Personnel and finally was terminated and it was a case that was watertight. If we can do each that way...

Col BAIRD: Was he a veteran?

Mr. KIRKPATRICK: Yes. That has nothing to do with it. I have one exception as to procedure. You suggest that after an agreement has been worked out (reading from the Memorandum for the Record dated 17 March 58) "...and the probable areas of placement for the candidates whom we have identified have been established, it is proposed that Mr. ~~Siciliano~~ and the Director review the Agency's out-
25X1A5a1 placement program with the Secretaries of those departments to which our people might well be transferred." I would like to suggest a slight modification to the effect that the Director's role probably should be limited perhaps to a letter or phone call, but the detailed discussions would have to fall on either Colonel White or yourself (addressing Mr. Stewart). The Director doesn't have the time.

Col WHITE: I thought too that was a little impractical.

Mr. STEWART: That is what they would like to do. They proposed this and I questioned it. Something of this sort is what we will have to do because if you try to go to the working levels in other departments they will just give us a fast brush.

Mr. KIRKPATRICK: The Director can call the Secretary and set up the meeting.

Mr. STEWART: If that is all on the outplacement business, then let's proceed
25X1A9a to the compensation system. Mr. is going to make a brief presentation.

25X1A9a Mr. had a great deal to do with the drafting and they are here to help answer questions. We reviewed this yesterday with Colonel White and some of the DD/S and it was agreed that we were putting this forward to find out whether it is what the Agency wants with the understanding that we are going to have to have a great deal of flesh on these bones before we present it and justify
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it to the Bureau of the Budget and other parts of the Executive Department, and possibly Congress.

25X1A9a (Mr. [REDACTED] proceeds to explain the proposed revised compensation system with the aid of charts. At this point he is explaining comparative costs.)

Col BAIRD: Every individual has been figured?

25X1A9a M [REDACTED]: Every individual has been figured at getting a one step increase per year.

Col. BAIRD: In effect it will be less, because you are not going to promote everybody.

25X1A9a [REDACTED]: Not everybody - it will be a merit increase.

Mr. STEWART: The way we have got the thing set up now, we can make it less, or more, depending on how we want to manage people. We don't have to give everybody a merit increase.

Col. BAIRD: That is one of the most valuable things about this.

Mr. STEWART: These illustrations just show you how you could spend your money. you are going to have more money that you are not spending on your P/S/I's. I think it is a better way of distributing it.

Col. BAIRD: I just point out the psychological effect. It indicates to the Comptroller, or possibly I think in effect it will cost us less.

Mr. STEWART: I don't think we can sell anybody on the fact that it will cost us less.

Col. WHITE: I think the important thing is to show that you have control so that you can, if you want to, insure that it doesn't cost you any more.

Col. BAIRD: How do you budget ahead?

Mr. KIRKPATRICK: I don't think it would be so tough. Whereas ~~now~~ today, of course, you can do it by a calendar and tomorrow you will do it by the plan of the executive running the unit. You certainly have a performance figure in your mind - how many you think are going to deserve it. The important thing is to emphasize that once you've reached the seven level - from then on your salary range is going to

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depend exactly on your performance. Whereas you will be considered annually for increase there is not going to be any time limit one way or another. Whether you get more money or not, it is going to depend exactly on your productivity.

25X1A9a

~~continues to explain the proposed revised compensation system.)~~
concludes his presentation.)

Col BAIRD: I think it's wonderful - too good to be true.

25X1A9a

I think so too.

25X1A9a Mr. : What does "GR" stand for?

25X1A9a Mr. : It's just our own nomenclature.

Col. BAIRD: You take two present GS-13's. One has been in grade a long time and probably never will be promoted. He has gotten a lot of in-grade promotions. You convert him to the new "GR". He stands to gain over the man who has not yet gotten his first in-grade step promotion who is a top notch guy. He converts to the new grade "GR" at a higher salary than the top notch GS-13.

25X1A9a

: He keeps his old salary.

Mr. STEWART: They both convert to Grade 9.

5X1A9a

: They convert at their present salaries.

Col. BAIRD: I wonder if each employee should be reevaluated.

Mr. STEWART: I would rather get that done. If there is a question of demoting people I think we could get ourselves into a very serious row.

~~Mr. STEWART~~: We have considered this extensively. In fact, we have considered putting the 13's down into Grade 8 so that they would only have a few meritorious promotions they could gain but that would subject us to claims.

25X1A9a

: We could run afoul of the Veteran's Preference Act.
This is the first imaginative thinking that has gone into the subject for a long time.

Col. BAIRD: Who is responsible? I would suggest an award for whoever thought this up.

Mr. STEWART: Mr. [REDACTED] primarily. I think they would admit 25X1A9a
there is a little writing on this subject by Hoover. I think they have distilled
from the confusing literature a damn good plan.

25X1A9a [REDACTED] You have to take good concepts and apply them.

Mr. STEWART: Our steps aren't what we would like to have them be. You notice
our 13, 14, and 15 form a base of Grade 9 and 10, and 11 there...

25X1A9a [REDACTED] Ideally, I would get a larger scale at the top.

Col. BAIRD: All of this is going to take how long?

Col. WHITE: Assuming that this is the system which we would like to have, we
have got a real job to build a justification and the first thing, we need help
from everybody to do this. We will have to sell this to the Bureau of the Budget
and some committees of ~~from~~ Congress, and they, as you know, have a tendency
to think it's good that you conform to the rest of the Government. I've
heard Saltenstal, Russell and a lot of others say that, so first we need everybody's
help to show what our situation is. Lots of statistics projected quite a bit
into the future to show what our problem is and why we need something different.
I think that is the first big problem and the next big problem would be to
convince them that this does not necessarily cost a lot more money and it's not
going to throw your budget out of gear. They say, "Wait a minute, ~~xxxxxx~~ this is
just a gimmick. You are going to triple your supergrade here by permitting
your 14's to go into the super grade category salary." There are a lot of
arguments to beat off that criticism that we are going to need.

Mr. KIRKPATRICK: I think you have got to sell the Director and the Deputy Director
and make them understand the purpose behind this and then I would go right into
a senior staff meeting. Whether in your statement you omitted them deliberately
or not, we have the Civil Service Commission and the Post Office and Civil Service
Committee on the Hill, as well as the Armed Services and Appropriations Committee,
if we leave them out...

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Col. WHITE: We will run into this, probably at the Bureau. They will say, "Yes, this looks all right, but we have been thinking about something like this for the Government as a whole." We have got to figure some way to crash through that barrier.

Mr. STEWART: Dick, there is one thing I'd like to be sure of. I don't know how we get the answer, but perhaps you can help us. There has always been considerable sentiment to get the overseas part of the Agency on the same footing as the Foreign Service of State Department - leave, pay, retirement - the same basic features. Is there any orderly way we could take this proposition and put it alongside of the Foreign Service pay scales and see if we can't arrive at a decision so that we can feel that we are right and that we have actually closed the door if we get this? I don't see how we could say later that we want Foreign Service pay and the answer would be, "You should have asked for the whole package at once."

25X1A9a Mr. [REDACTED] You know sometime back when we were talking about this and its associated problems, ~~*****?~~ made a point. If you start to go to Congress for things like Foreign Service arrangements, you are going to get built into it by the Congress things that the boys don't want to go with it at all. There are a whole lot of little gimmicks that Congress thinks are sort of quo's for the quid's. If we are not careful, we are going to get right into that. They look at all the plus's but they don't look at any of the minus's. I had a note today saying that in the upper grades of the Foreign Service there are a lot more in the Foreign Service than there are in the Agency. I asked him to document it if it is true. I think we are going to get the whole bag and lots of things added to the whole bag by the time we are through.

Mr. KIRKPATRICK: I think we should stress to our people that we may not have everything that the others have, but the balance sheet shows us ahead.

Mr. STEWART: We are going to be after the early retirement question again this year and we will

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all the pro's and con's. I certainly agree with you. I have always found it intellectually impossible to conceive of a Foreign Service in this Agency like the Foreign Service in the State Department.

25X1A9a [REDACTED] The longer I watch some of the strange things the Congress does, the more I am persuaded we should act more in the Director's authority as we can and not get out in the Congress...

Mr. WHITE: We don't need legislation. It is a question of briefing them, as you say.

Mr. KIRKPATRICK: In these Congressional briefings, we have to sell the chief of staff of each of these committees first. If you sell the chief of staff of these three committees in each House ~~xxxx~~ you are not going to have any problems.

Col. BAIRD: I have a question on page nine, Gordon, and you meet it every time you answer questions in the Clandestine Services Review. In the jump between 9 and it 10/~~times~~ doesn't seem to take into account the promotion of a case officer to enable him to remain a case officer and not to be given supervisory responsibility/~~xx~~ How can we do that under this new system.

Mr. STEWART: ...yes...

25X1A9a [REDACTED] That's one of the things I like about this system. ~~XXXXXX~~ You can start giving him more money without having to make him "Queen of the May."

25X1A9a Mr. STEWART: If I had a talk with [REDACTED] He has some GS-15's coming back

25X1A6a from [REDACTED] They are good men but he can't hold them. If we had a system like this his men could be drawing 15 pay and it would be no problem. We would have a system which would accommodate them. If you wanted to put them in

25X1A6a the [REDACTED] Branch you could. Right now we have a system which just creaks every time a person moves. These broader categories will make the rotation thing just a lot simpler.

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25X1A9a Mr. [REDACTED] You think changing the individual's personal grade - you are going to change his grade, for instance, these 15's, do you contemplate making these... I mean, under the new system, do you change the man's grade, but leave his salary alone?

Mr. STEWART: We change his grade to Grade 10 and we couldn't change his salary.

25X1A9a Mr. [REDACTED] Suppose there is no 10 job, but there is a 9 job. It is only by doing that that you would get the flexibility. I don't see how you do it otherwise.

Mr. STEWART: It's a little more complicated than that. The way the thing is supposed to work, when we convert, everybody's going to convert to the lowest grade that can accommodate them. That gives us a chance to promote people - the outstanding types to the next higher salary range, and there are such people right now. There ^{are} is one or two supergrades that it will be very hard for Dick to accommodate back here. If we have this choice in the future, we should have less trouble with this sort of thing. I think we will always have to bend the system.

25X1A9a [REDACTED] As long as every job carries a sliding grade, this flexibility is not going to be quite so easy.

25X1A9a Mr. STEWART: You will have fewer levels. The fewer grade levels, the fewer problems you will have in assignment.

25X1A9a [REDACTED] As we perfect the controls, we can certainly go further on this flexibility too and not be concerned about this mechanical slotting and once we know we have got the faucet in control, I can see in a final analysis we would not have any mechanical slotting at all, but you have to get your controls established before you do that.

25X1A9a [REDACTED] We talked sometime ago about a system whereby a GS-13 could fill a 12, 13, or 14 job and nobody would question the slotting.

25X1A9a [REDACTED] That is carrying the slot off the back.

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Mr. STEWART: I think the analyst level, the case officer and the general working level - I think this thing will solve this problem. I think once you nominate a man to move up into Grade 11 you clearly identify him as a person whom you don't necessarily move back in terms of status. There is that one limitation. Short of that I think the system will work and furthermore, of course, our whole salary control in the future is going to be on the basis of C.S.S.A. and so we don't take the formal grade structure, we don't lean on it in order to control grades. We are taking one step at a time.

25X1A9a

[REDACTED] This is all in the right direction, you can't do it all over nite. Mr. KIRKPATRICK: Let me check a couple of technical points. Grades 7, 8, 9, and 10 have the largest number of salary possibilities. I assume the purpose of this is that these are the four grades that you feel most people are going to end up in and therefore should offer the greatest number of salary increases.

25X1A9a

Mr. [REDACTED]: You have a dead end with 7 and 8, then you go to 11 and 12, then you go on to your people that are really going on. It was constructed because of what we have in the Agency.

Mr. KIRKPATRICK: And the percent of your base pay, I suppose that is what... industry was used and the general idea of what you wanted in those grade structures.

25X1A9a

Mr. [REDACTED] Yes, and some general practical considerations of what we had and what we were trying to cover - what grade people would be converted to.

Mr. STEWART: Anything further... Meeting is adjourned.

(The meeting adjourned at 4:30 p.m.)